**Increased Effectiveness in a Healthcare Organization through Emotional Intelligence**

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**Introduction**

Emotional intelligence (EI) comprises information about people's emotions and how they impact the self and others, as well as the methods applied to deal with feelings within and around the individual. It attracts considerable attention as one of the essential factors that contribute to the performance of organizations, particularly healthcare organizations (Karimi et al., 2021). This report will also present a brief of the current studies conducted to determine the correlation between EI and the efficient functioning of healthcare facilities. This study is centered on the application of EI in healthcare organizations, the effects of EI on conflict and organizational climate, and the effect of EI on Leadership. This research is based on Goleman’s EI theory and Bar-On’s ESI model, exploring the complex role of EI in the context of healthcare from both quantitative and qualitative perspectives using a concurrent mixed-methods approach. It is a progress report on our ongoing work. Hence, this document seeks to present a snapshot of the current status of the research effort with respect to the theories and models used, the current state of the research questions, the state of the conceptual framework, and the current state of the literature review.

**Theories and Models Review**

**Review and revision of theories**

The study is founded on two major theoretical perspectives, which offer a broad understanding of EI and its relationship to organizational performance. Goleman's Emotional Intelligence Theory (Goleman, 1995) identifies five essential components of EI: It highlights the five core competencies for learners, which include self-awareness, self-regulation, motivation, empathy, as well as interpersonal skills. These components are important, especially in the health care setting, because emotion regulation and interpersonal relationships are key to the provision of sound patient care and staff cohesion. It is within this lens that the present study is anchored on Goleman's theory to establish how these components of EI affect individual and organizational performance, especially in a stressful clinical healthcare setting.

However, Bar-On (2006) presents a different theory known as the Emotional-Social Intelligence Model that incorporates other frameworks such as interpersonal, adaptability, stress, and general emotional state. This model depicts that espoused and acquired interpersonal and communication skills are vital in forming working relations in a dynamic organizational system like health care. In expanding the understanding of EI in the workplace, the incorporation of Bar-On's model enriches Goleman's theory because it encompasses other aspects of EI that affect both the individual and the company. Altogether, these frameworks allow for the comprehensive evaluation of the contributions that EI can make to the improvement of the different aspects of healthcare organizations' functioning, including leadership skills and conflict management.

**Research Questions Review**

The research questions have been reconsidered to fit the chosen theoretical frameworks and the general research issue statement. The revised research questions are as follows:

1. What role does emotional intelligence play in conflict resolution among healthcare employees, and how does it contribute to a harmonious workplace culture?
2. How can emotional intelligence be leveraged to increase organizational effectiveness in healthcare settings?
3. In what ways does emotional intelligence improve overall organizational functioning in healthcare?
4. How can organizational leaders in healthcare integrate emotional intelligence into their leadership practices?

These questions are intended to focus on how practical aspects of EI can be implemented and how this approach can produce changes at the staff and organizational level within the healthcare sector. The existing literature pertaining to EI presents theories and models that would be useful when creating instruments for research, as well as the data that will answer these questions properly.

**Conceptual Framework Review**

The theoretical foundation for this study has been derived from the synthesis of Goleman's and Bar-On's theories, which have been formulated in consideration of the requirements of healthcare organizations (Bar-On, 2006). It consists of components like self-identification, understanding and management of others' behaviors, interpersonal communication, flexibility, and coping with stress. These concepts are very important, especially in a healthcare setting, because professionals are faced with emotionally charged work settings and need to be able to communicate and collaborate effectively in a team.

**Key Concepts in the Conceptual Framework**

**Self-Awareness and Self-Regulation**

Emotional self-awareness and emotional self-regulation are particularly essential EI competencies for technologists who work in conditions that require high stress levels in a healthcare facility (Miller & Verhaeghen, 2022). Emotional intelligence encompasses knowledge about one's own emotions, which is necessary for the assessment of their effects on behavior and relations. These emotions, when appropriately regulated, self-regulation, enable those in leadership positions to remain calm and make the right decision. This capability assists in maintaining the quality of patient services and reduces child fatigue or exhaustion. The present study aims to consider how these EI components can be developed to improve job performance and decrease the stress level of healthcare employees, which will ultimately lead to an improved healthcare environment.

**Empathy and Social Skills**

Understanding the feelings of others, as well as interpersonal communication skills, are essential in healthcare interactions (McNulty & Politis, 2023). Empathy makes healthcare workers share the feelings of their patients, and this is vital in patient-centered care as their needs will be understood and responded to with compassion. Every employee – including the healthcare practitioner – has to be sure of how to interact with other members within their line of work for the benefit of the organization and the healthcare team in general. This study aims to examine how these EI aspects can be developed to improve patient care and coordination within the team, thereby improving the overall healthcare delivery system.

**Adaptability and Stress Management**

Stress management and adaptability are the valuable components of emotional intelligence that contribute to the success of healthcare workers who can work in various and complex environments (Reshetnikov et al., 2020). Adaptabilityensures that people are ready to handle conditions and offered challenges because, in healthcare organizations, situations can quickly change. Stress Coping refers to how stress is dealt with to ensure one is not burnt out or stressed destructively. This research focuses on the study of increased work adaptation and stress reduction techniques as possible ways of promoting better organizational performance and healthcare employee resilience.

**Leadership Integration of EI**

Leaders require emotional intelligence in shaping and maintaining organizational culture in healthcare institutions (Saeed et al., 2022). EI behavior being exhibited at different times and stages of leadership by superiors helps in the promotion of EI within the team. Increased attention to EI means that healthcare leaders will be able to provide more effective staff development and higher employee satisfaction and organizational performance. This study aims to find out how leaders can embrace the application of EI in managing key aspects of their operation, such as management, conflict solving, and change management, all in a bid to promote cohesiveness, stability, and effectiveness of operations in healthcare organizations.

**Research Methodology and Design**

This research adopts the cross-sectional research design, where both qualitative and quantitative data collection methods are used concurrently. This approach enables the examination of EI's effects on healthcare organizations thoroughly and comprehensively.

**Quantitative Component**

 The quantitative part entails using assessment questionnaires measuring EI, which are standardized to all healthcare professions. These questionnaires have the purpose of identifying the fundamental components of EI, including self-perception, understanding of other people's emotions, and the ability to manage stress (Miller & Verhaeghen, 2022). It will then facilitate research on the relationship between EI levels and the company's performance depending on factors like satisfaction, morale, or care for patients, depending on the organization involved.

**Qualitative Component**

 The qualitativepart consists of interviews with the healthcare workers describing their experiences. These are interviews on participant's impressions and views of the role of EI in conflict, leadership, and organizational performance (Karimi et al., 2021). The number of cases that have shown the benefits of its implementation to the student's performance and understanding of the quality of EI that is required to enhance the overall performance will also help when the two methods of data, quantitative and qualitative data, are used.

**Progress on Literature Review**

**Theories, Models, & Conceptual Framework: Progress**

 The proposed literature review for this research has been aimed at the following purpose: The current research proposal aims to carry out a literature review by searching for articles and other theoretical writings on the aspect of Emotional Intelligence (EI) in different sectors within healthcare organizations. Thus, it has involved using certain keywords such as 'emotional intelligence and healthcare,' 'EI and conflict management,' and 'EI and leadership and healthcare' to search databases like PubMed, Google Scholar, and PsycINFO that yielded various articles on EI in HC settings despite the limitation within the literature domain area. Much of it has been noted in other areas of psychology and business, which are related but not closely connected to EI. Still, these sources provide important information on the potential for the use of the concepts of EI.

**Challenges and Successes**

In the literature search, one of the problems involves a low representation of investigations that are dedicated to the study of EI in healthcare (Saeed et al., 2022). Even though there is abundant literature on EI in the broader context, there needs to be more information that looks specifically at the implementation of this concept within the healthcare sector. Specifically, the available literature can be useful in understanding how EI facilitates leadership, collaboration, and conflict management – all of which are central to the research questions.

A major success in the literature review has been the locating of seminal works by Goleman and Bar-On on which the study is predicated (Bar-On, 2006). Furthermore, several empirical researches that focus on the relationship between EI and organizational outcomes in the context of health care have been identified, which proves the significance of the study.

**Introductory Review of One Article**

One particularly relevant article identified during the literature review is by Karimi et al. (2021). The paper examines the significance of evaluating the emotional intelligence of healthcare staff and determining if the level of emotional intelligence correlates with employees' well-being, quality patient care, and psychological empowerment. These results assert that good EI is positively related to the well-being of the healthcare workers and, consequently, the well-being of the patients, making it very relevant in healthcare delivery. The article is relevant to the focus of this study on the positive and negative effects of EI on self and organizational performance. It explores new evidence that is suitable for the objectives of the study in terms of discussing the relationship between EI and conflict resolution, organizational success, and leadership practices in the healthcare industry.

**Conclusion**

In conclusion, this progress report reveals the current knowledge still being explored regarding the ways EI contributes positively to the performance of healthcare organizations. Combining the concepts of Goleman and Bar-On provides a comprehensive background regarding the nature and process of the EI 'construction' and utilization. The research questions and conceptual framework have been improved to correspond to the goals and objectives of the study. At the moment, the literature review is in progress, with the purpose of finding empirical data for their arguments regarding the research questions. It will involve using both quantitative data and qualitative data in the design of the study to get a holistic view. Future studies are planned to perform more literature analysis, pre-tests, and pilot tests of the instruments used, as well as data collection and data analysis to offer meaningful information regarding healthcare workforce enhancement.

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